Business Continuity Management
Can you confidently say that you are prepared?

The availability of information is essential. Unexpected incidents, natural disasters, and malicious intent may disrupt information availability and negatively impact key business processes. Taking into account factors like a highly competitive environment, strict operational requirements and today’s increased attention to compliance, organisations cannot afford prolonged downtimes nor slow reaction times. KPMG’s Information Protection and Business Resilience (IPBR) service line, within our IT Advisory practice, has developed a proactive, risk-based approach to mitigate disruption risks and provide solutions for timely recovery as well as for ongoing business continuity.

**Business benefits**
The main benefits to your organisation include:

- improved control through adoption of a risk reduction programme
- achieving compliance with Hungarian legislation (e.g. Hpt., Bit.)
- identification and documentation of the key business processes
- confidence that disruption risk to key business processes is managed
- competitive advantage through delivering uninterrupted and high quality service
- implementation of an enduring business continuity and disaster recovery plan
- a corporate culture including Business Continuity Management (BCM).

These services cover the broad spectrum of the continuity / contingency management discipline. The overriding goal of BCM is to help an organisation resume critical operations as smoothly as possible following an interruption within an acceptable time frame and cost level.

**Comprehensive BCM services**
We divide our approach into eight steps that altogether cover the whole BCM lifecycle and provide end-to-end BCM services. Depending on your business needs and/or the lifecycle of your existing BCM structure, we can deliver specific elements of our BCM services as well.

- **Project initiation and team building**
  A comprehensive business continuity management programme begins with preliminary activities, including initial meetings with the executive sponsor of the project, gathering and reviewing client-furnished information, and building of the BCM project team. The purpose of these preliminary activities is to gain a better understanding of the business environment, needs and expectations related to the project, and to prepare for effective participation in the project.
Business Impact Analysis
A business impact analysis (BIA) determines the potential impact of a disruption to the business as a whole, and to individual processes in detail. A BIA can range from a high-level qualitative estimate to a sophisticated and detailed analysis of tangible and intangible impacts on the business. As a result, critical business functions and resources are identified and prioritised, MTDs (Maximum Tolerable Downtime) and RTOs (Recovery Time Objective) are determined. As an established BIA is key to develop a cost-efficient BCM, we pay particular attention to, and have thorough expertise in it. The BIA phase can be supported by a widely configurable Excel-based software tool that makes maintenance easy and flexible over time.

Risk and Vulnerability Assessment
A risk and vulnerability assessment provides an independent analysis of exposure to potentially disruptive events. Areas of investigation include physical exposures, existing protective measures, and cost/benefit/exposure reduction analysis. The assessment concentrates on risks related to availability, but the analysis may be extended with investigating threats in other areas of information security, such as confidentiality and integrity (see our Information Security Risk Assessment services).

Critical Recovery Resource Requirements
Critical Recovery Resource Requirements will be developed by identifying all the resources needed to restore critical business functions through the recovery time frame. The assessment addresses personnel, equipment, voice and data communications, and facilities.

Recovery Strategy Identification and Evaluation
The objective for this activity is to consider a wide range of alternative recovery strategies and assess their suitability in meeting the recovery needs for the client.

Business Continuity and Disaster Recovery Plan Development
Business continuity plans address minor and major disruptions – natural, technological or man-made – that impact the effective execution of an organisation’s core processes. Disaster recovery plans focus on the timely restoration of information technology support functions, shared computer systems, and voice and data communications. With our global knowledge incorporating the newest technology and our independence from suppliers we will help you to establish DR plans that recover resources within the RTOs determined and help to minimise costs, as well as other negative impacts. We help prepare plans for all critical business areas and support functions that are included in the planning process.

Test Facilitation and Training
Test facilitation offers assistance with the testing and exercising of existing plans either on a recurring basis or reacting to individual requests. Services include guidance and assistance with developing test scenarios, test monitoring, and evaluation of test results. Additionally, KPMG provides assistance in conducting orientation and training sessions which are essential for incorporating business continuity awareness into company culture.

BCP and DRP Updates
Continuity plans need to be updated to reflect new infrastructure, systems, processes, and other changes within an organisation. KPMG can assist clients in expeditiously assessing the impact and risk related to changes, formulating a new mitigation strategy, and updating the BCP or DRP.

The KPMG approach
We customise our approach to suit your needs. Critical success factors include:

- Our ability to team with management, implementation professionals, and internal audit personnel
- Our routine to thoroughly gather both business and IT-related information and concerns through our interviews
- Our ability to use automated, and easy-to-use software tools available within KPMG or those owned by your organisation
- Our consistent, modular methodology that considers the business, technology and regulatory impacts of continuity
- Our industry-leading Business Continuity, Crisis Management, and Disaster Recovery subject matter resources.

Our approach helps to ensure minimal disturbance of in-house resources and encourages the support and confidence of senior management.

The next step
IT Advisory is a national practice with global resources that offers Information Protection and Business Resilience services to help clients mitigate information and business risks to their enterprises. IT Advisory provides a variety of additional services including focused and comprehensive IT Audits, Information Security Services, IT-related Compliance Reviews and Information Security Risk Assessment. All these services can easily be connected to any BCM engagements if one considers – besides availability – the risks related to confidentiality and integrity of your organisation’s data and information systems as well.